ANNUAL REPORT

CIVIL SERVICE COMMISSION 1987

88-02406/

ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION

OF THE

PROVINCE

OF

PRINCE EDWARD ISLAND

FOR

1987

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The Honourable Lloyd G. MacPhail
Lieutenant Governor of Prince Edward Island

Dear Sir:

I have the honour to transmit the Annual Report of the Civil Service Commission of Prince Edward Island for the year ending December 31, 1987.

Respectfully submitted,

Gilbert R. Clements

Gilbert R. Clements
Minister Responsible for the Civil Service Act

The Honourable Gilbert R. Clements
Minister Responsible for the Civil Service Act
Province of Prince Edward Island
Charlottetown
Prince Edward Island

Dear Sir:

We have the honour to present to you the Annual Report of the Civil Service Commission for the year ending December 31, 1987. The report contains detailed information about the programs and activities undertaken by the Commission during the past year, as well as an analysis of the Provincial Civil Service.

Respectfully submitted,

D. G. MacCormac

Don G. MacCormac
Chairman

E. June Hicken

E. June Hicken
Commissioner

Kenneth H. Walker

Kenneth A. Walker
Commissioner

REPORT
of the
PRINCE EDWARD ISLAND
CIVIL SERVICE COMMISSION

This report covers the activities of the Civil Service Commission and its staff during the period of January 1, 1987 to December 31, 1987. It is submitted pursuant to Section 4(1)(f) of the *Civil Service Act*.

CHAIRMAN'S REPORT

This Annual Report provides detailed information on the programs and activities undertaken by the Commission and its staff during 1987. It also contains a comprehensive analysis of the workforce of the Provincial Government.

The Commission's mandate is to administer the *Civil Service Act*. This act provides that the Commission shall:

- appoint employees to the classified division.
- establish and maintain a classification plan.
- advise respecting personnel policies and procedures.

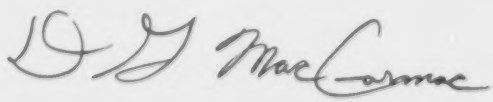
The Commission also:

- provides training and educational programs for employees.
- advises and assists departments and agencies in the conduct of personnel administration.
- provides management advisory services including personnel planning and organizational studies.
- carries out research on compensation and working conditions provided by other employers.

The goal of the Commission is to provide corporate leadership and direction in human resource management so that the Government may achieve its objectives through an effective and committed work force.

With our limited resources, the Commission and its staff are hard-pressed to meet our objectives. It is only through the dedication and untiring efforts of a committed staff that we were able to accomplish the results shown in this report.

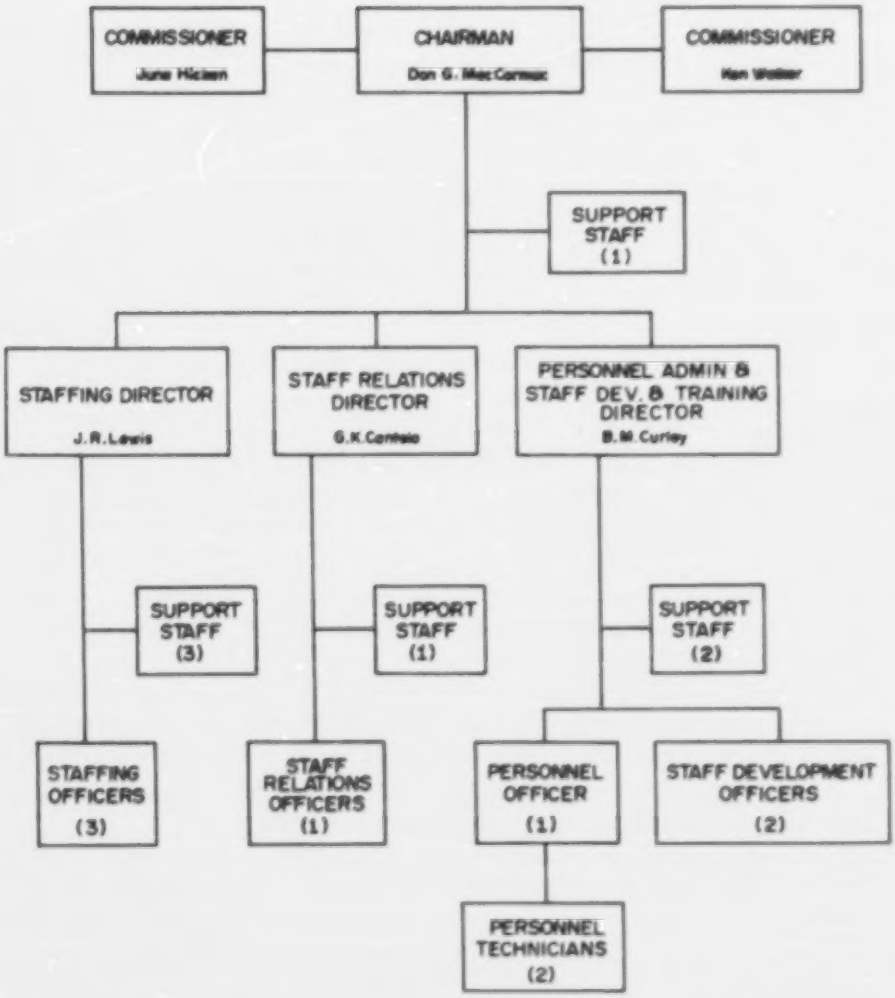
I would like to use this opportunity to thank my fellow Commissioners and each and every employee of the Commission for their assistance and support. As well, I wish to express my appreciation to the managers and staff of all departments and agencies whose cooperation made our task more manageable.



Don G. MacCormac
Chairman

CIVIL SERVICE COMMISSION

Organization Chart



December 1987

THE CIVIL SERVICE COMMISSION

The Civil Service Commission, consists of a full-time Chairman and two part-time Commissioners appointed pursuant to the Civil Service Act. The Chairman is the Chief Executive Officer. Through its staff of personnel specialists and support employees the Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection, placement, transfer, and promotion.)
2. Providing Training and Development programs for employees in the Civil Service.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees performing the same kind or level of work.
4. Ensuring the equitable treatment of employees by monitoring the interpretation and administration of the Civil Service Act, Regulations, and Collective Agreement.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service while affording employees an opportunity to obtain promotions and pursue a career within the civil service.

REPORT HIGHLIGHTS

Mandatory retirement abolished
Average retirement age is 63 years
7000 apply for civil service positions
22 people (on average) apply for each competition
500 employees hired, promoted, or transferred
Average salary of full-time employee is $26,000
16% of employees work in part-time positions
61% of employees earn less than $25,000
4500 days of training provided "in-service"
Almost 4000 employees on payroll
Only 2.2% of employees are 25 years of age or under
Over 4800 days lost to Injury-on-Duty
Claims under Long Term Disability increase dramatically
Temporary Transfers and Leaves of Absence prove to be popular
117 employees Take The Summer Off
French Services to be improved

STATISTICS AT A GLANCE.....

	Full-Time	Part-Time	Total
Employees on payroll (Dec.31/87)			
Executive Division	50	-	50
Classified Division	2509	483	2992
Casual Division			
Temporary	528	43	571
Relief	247	54	301
Contract	50	-	50
Student	-	7	7
TOTAL EMPLOYEES			3971
Appointments to Classified Positions			375
Separations from the Classified Service			165
Turnover Rate in the Classified Service			5.5%
Employee Transfers			23
Secondments			27
Employees in Deferred Salary Plan			23
Employees on TOTS Program			117
Employees on Temporary Assignments			47
Classification Reviews:			
a) By the Commission			276
b) By the Classification Appeal Board			36
Staff Development & Training:			
a) Participant Training Days			4514
b) In-Service Courses			172
Salary Increases (average)			4%
Injury-On-Duty Claims			255

COMMISSION COMMENTARY

Prince Edward Island has a reputation for having a very competent civil service. The Commission strives to maintain and enhance this through our Staffing, Training and Personnel Policy efforts.

COMPLIANCE

We are pleased to report that Departments and Agencies are generally complying with the provisions of the Civil Service Act and its Regulations.

STAFFING

1987 was an active year in Staffing as nearly 7000 people applied for positions in the civil service and over 2000 were interviewed.

On average, 22 people applied for each competition and 9 were interviewed; over 500 candidates were hired, promoted, or transferred.

STAFF TRAINING

We are continually impressed with the growing interest shown by employees in pursuing opportunities for training and development. Over 200 attended classes at UPEI or Holland College on their own time, while approximately 4500 days of training were provided to staff through in-service courses.

CLASSIFICATION

The present classification structure was put in place in 1969 and has not been generally reviewed since; thus there are probably a number of positions which are no longer properly classified. The current method of classifying jobs is considered to be inadequate and needs to be replaced with a modern job evaluation system.

SALARIES

The Collective Agreement provided for a 4% increase in salaries, effective April 1, 1987.

The average salary for full-time classified employees is:

	1984	1985	1986	1987
Male	$26,383	$27,303	$28,683	$29,534
Female	$20,318	$21,338	$22,406	$23,108
Average (All Employees)	N/A	$24,245	$25,412	$26,225
Female as % of Male Salaries	77%	78%	78%	78.6%

As shown in Appendix "C", 37% of all employees earned less than $20,000 last year, and 61% earned less than $25,000. This is primarily because 16% of the employees work in part-time positions.

AGING OF THE CIVIL SERVICE

Last year's report expressed a concern about a possible trend towards an aging civil service.

While the median age of employees remained at 40 during 1987, there are fewer employees in the under 25 and 35 categories (see Appendix "B"). An analysis of the past 4 years shows a significant downward trend:

	1984	1985	1986	1987
Employees under 25 years of age	4.5%	3.6%	3.1%	2.2%
Employees under 35 years of age	35.8%	33%	31.5%	29.5%

A low turnover rate, the preference of departments to hire experienced workers, and a shortage of trainee positions are causing this situation. It is an issue which needs to be addressed.

MALE/FEMALE EMPLOYMENT

The profile of the civil service by male and female in various categories of employment is shown in Appendix "E". While female employees represent 57% of the civil service workforce, they are overly concentrated in the Administrative Support category (91%) and under-represented in the Technical Category (19%).

An analysis of the past four years shows there has been no significant change in the pattern:

CATEGORY	PERCENTAGE FEMALE			
	1984	1985	1986	1987
Administrative	34%	34%	35%	36%
Administrative Support	88%	88%	89%	91%
Operational	56%	50%	57%	57%
Professional	63%	63%	65%	68%
Technical	18%	18%	18%	19%

Appendix "G" shows Male/Female employment in each department and agency.

DISABLED PERSONS

The Commission continues its efforts to enable persons with disabilities to obtain employment in the civil service. 96 individuals were interviewed/counseled this year and 5 were appointed to positions.

A major new initiative commenced in November when the Commission entered into an agreement with Health and Social Services to provide training and work opportunities for 20 disabled individuals.

INJURY ON DUTY

The number and costs of work-related injuries continue to escalate. In 1987, the costs to Government as an employer rose by 25%. This continues the trend of the past number of years:

	#CLAIMS	#DAYS LOST	COST
1982	182	2053	$323,000
1983	165	2192	$330,000
1984	184	3089	$465,000
1985	150	2541	$734,000
1986	178	3969	$1,081,000
1987	255	4822	$1,258,000

Appendix "H" provides an analysis of injury claims during the past year.

As mentioned in last year's Report, the Commission is concerned about the human suffering and escalating costs involved in work-related injuries; possible abuses of the system are also worthy of attention.

EMPLOYEE BENEFIT PLANS

For the past several years, the Commission has commented on the need for a review of benefit plans related to sickness and accidents.

There has been a dramatic increase in the number of claims submitted under the Long-Term Disability Plan this year:

YEAR	#CLAIMS
1984	40
1985	53
1986	71
1987	140

We are pleased that Government has recently established a process to study the existing plans and make recommendations for improved administration. As well, the Commission has recommended a pilot project to assist some disabled workers to return to the workforce.

CAREER MOBILITY

Several years of budget restraint and low rates of turnover have resulted in many employees experiencing "career blockages" due to a lack of promotional opportunities. Appendix "D" provides a profile of employees by years of service.

The Commission offers a number of programs to increase employee mobility:

- Deferred Salary Plan
- Secondment
- Temporary Assignment
- Take Off The Summer
- Leaves of Absence

Deferred Salary Plan

This plan provides permanent employees with the opportunity of taking a one-year leave of absence with part pay, by spreading four years' salary over a five year period. In the first four years of the Plan, employees are paid 80 percent of their regular salary; the remaining 20 percent plus interest earned is paid to the employee during the year of leave.

Employees have a variety of reasons for requesting leave, from spending more time with a young family, to pursuing educational opportunities for career enhancement.

The plan was initiated in 1985, and 23 employees are currently enrolled.

Since application for the plan must be made well in advance, departments are able to plan for replacement staff by means of temporary assignments or job rotation within the work unit.

Secondment

Secondment means the temporary transfer of an employee for a specific period of time into another job. Such a transfer may be within a department, between departments, or with outside organizations. It is used to obtain specific expertise, or to provide a mechanism for employees to obtain different work experience.

27 secondments were approved during 1987.

Temporary Assignment Program

This is a voluntary program of temporary work assignments for civil servants desirous of furthering their careers. Its objectives are:

- To provide employees with an opportunity to experience a variety of work, develop skills, and utilize untapped abilities.
- To enable employees to explore new career paths.
- To create a pool of employees available for priority assignments.

Assignments vary in length from 3 to 12 months and may be used to handle a temporary increase in workload, to complete a special project, or to replace a regular employee on extended leave.

A dramatic increase in assignments occurred this year when 47 employees received a temporary placement.

Take off the Summer

The purpose of this program is to allow employees to take extended leave during the summer without pay. This may result in job rotation opportunities for other staff, and summer jobs for students and others.

117 employees (108 female, 9 male) took advantage of the program, with an average leave of 5 weeks (in addition to normal vacation).

The program has been so well received by employees and supervisors that the Commission has recommended that it become an on-going program. We are pleased to report that this has been approved and TOTS will be available each year.

Leave of Absence

Several years ago the Commission relaxed the criteria for granting long-term leave, so now an employee may be granted a leave of absence without pay for a variety of reasons.

This leave may be granted when operational requirements permit, but it must have the approval of the employing authority and the Commission, and may not exceed 24 months cumulative leave throughout the employee's service.

Each year, more employees take advantage of the opportunity for long term leave.

HOSPITAL AND HEALTH SERVICES COMMISSION TO RELOCATE

On November 4th, employees of the Hospital & Health Services Commission were informed that their office would be relocated to Montague in about eighteen months time. In an effort to alleviate staff concerns about the relocation, a commitment was made by Government to make every effort to accommodate those employees who do not wish to relocate.

The Civil Service Commission was asked to play a lead role in helping employees find other employment.

Interviews were held with all employees to determine their interests and preferences; approximately 38 expressed a desire to find another position in the Charlottetown area.

A training program to assist with the process of finding employment was offered to about 40 staff members by the Staff Development and Training Branch.

By year end, eight employees had transferred to another department or agency, and another ten were enrolled in a refresher secretarial course at Holland College. Other training needs are being assessed, and further training courses are planned to assist the employees find other positions in the Charlottetown area.

FRENCH SERVICES TO BE IMPROVED

Government decided to take a proactive approach to the provision of French Language Services, based on recommendations submitted by the Honourable Leonce Bernard to Executive Council. The study submitted by the Minister indicated that most Island residents, as well as civil servants, are in favour of preserving the French culture and of providing Government services in the French language.

Executive Council approved the following recommendations:

1. Government policy is to increase its capacity to enable Francophone residents to participate with the Government in French, in those areas of the Province and for those positions which are recommended via the French Service Advisory Committee and approved by Executive Council.

2. Implementation of the Policy is to be brought about through a French Services Advisory Committee to function from within the Civil Service Commission, and composed of senior level departmental representatives.

3. French Language Training will be encouraged for senior civil servants who voluntarily express an interest in such training, and the Civil Service Commission will provide the training.

The Advisory Committee is consulting with various interested groups and Government Departments, and will make recommendations to Executive Council through the Minister responsible for the Acadian Community Advisory Committee.

RETIREMENT AGE

In 1986 an Executive Council decision rescinded the policy of mandatory retirement of employees at age 65. The *Civil Service Act* was amended in 1987 to reflect this change in policy.

While 65 is still considered to be the "normal retirement age", employees who wish to, may continue in employment as long as their work performance is satisfactory.

There was some apprehension that this policy might result in a blockage of job opportunities for other people, however this has not proven to be the case. As Appendix B shows, only 5 employees (0.2%) are over age 65.

The average age of retirement during 1987 was 63 years.

RETIREES HONORED

On January 26, the Premier hosted a banquet for civil servants who retired during 1986. This was the first annual Retiree Recognition Night, and was organized by the Civil Service Commission. Twenty-five retirees were presented with framed certificates recognizing their many years of service to the people of the Province.

LONG SERVICE AWARDS

On May 26, the Premier and Lieutenant-Governor hosted a reception at Government House honoring civil servants with twenty-five or more years of service. All recipients received a scroll; those with 25 years of service received a sterling silver lapel pin and those with 30 years of service received a lOk gold pin. One hundred employees were recognized for their years of service.

It is intended that this will be an annual event to suitably recognize employees at significant periods in their careers.

The Commission is responsible for the Long Service Recognition Program.

ISLAND HOSTS CANADIAN COMMISSIONERS

The 24th Annual Conference of Canadian Civil Service Commissioners was held in Charlottetown, June 28 to 30. The Prince Edward Island Commission was pleased to host the Commissioners from the Government of Canada and every Province and Territory. It was noted that this was the first time in many years that a representative of every Government in Canada participated.

SMOKING IN THE WORKPLACE

An increasing number of employees have been complaining about being exposed to cigarette smoke at their workplace.

Because of these complaints and a concern for the health of employees, the Commission initiated consultations with the Occupational Health and Safety Committee of the Union of Public Sector Employees and with the Deputy Ministers. These discussions are being held to develop a policy to limit or eliminate smoking in the workplace.

CONSULTATIONS ON THE ACT

Executive Council established a committee to consult with the Union on management exclusions, the classification system, and other changes to the *Civil Service Act*.

The committee, chaired by the Secretary of Treasury Board, includes the Chairman of the Civil Service Commission, the Deputy Minister of Labour, and the Executive Secretary of UPSE.

CHANGES TO THE CIVIL SERVICE ACT

The Commission submitted proposals to amend the Act and on June 13, 1987 an Act to Amend the *Civil Service Act* was proclaimed. The major changes were an amendment to remove the confusion respecting application of the provisions for veteran's preference, and repeal of section 32 which called for Mandatory Retirement at age 65.

STAFFING BRANCH

The primary role of the Staffing Branch is to fill job vacancies in accordance with the *Civil Service Act*and the merit principle.

One objective of the Branch is to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service, while affording existing employees an opportunity to obtain promotions and pursue a career.

1987 was an eventful year in staffing as the considerable movement and growth in the civil service resulted in an increased workload. The number of appointments increased by 54% in 1987.

Working closely with departmental personnel, the Branch advertises competitions , and assesses candidates against position requirements through personal interviews and examinations as required.

All candidates have the right to review the results of their interview and written examinations, and many take advantage of this opportunity by discussing them with a Staffing Officer.

RECRUITMENT

Recruitment to the civil service occurs by holding competitions and utilizing employment lists created by these competitions. These lists are also used whenever possible to fill subsequent vacancies for similar positions.

130 of the 210 competitions held during 1987 were open to the public, while 80 were in-service competitions, available only to classified civil servants.

Of the 6922 applications received, 4605 (66%) were in response to advertisements, while 2317 were unsolicited.

On average, 22 applications were received and 9 candidates were interviewed per competition.

To ensure the availability of qualified candidates for high turnover positions, the Branch addressed classes of Licensed Nursing Assistants and Resident Care Workers regarding employment opportunities.

Special recruitment measures were taken to obtain applicants for "hard-to-fill" vacancies such as Social Worker, Occupational Hygienist, Forage Crop Specialist, Hydrogeologist, Psychologist and some senior management positions.

Selection interviews were again held at the Regional Services Centre or Government Offices in the area in which the vacant positions were located.

COMPETITIONS

The 210 competitions held in 1987 represented a 12% increase over 1986.

This year additional emphasis was placed on providing employment opportunities for the public through "open" competitions. 62% of competitions were "open"; this resulted in 318 candidates being appointed from outside the "service".

From the remaining 38%, consisting of promotional opportunities, Temporary Assignments, Secondments, Transfers, and In-House competitions, 259 employees were promoted or transferred.

EXAMINATIONS

At the time of screening applicants, the selection committee determines if examinations or testing will be necessary. The Staffing Branch administers and marks the examinations.

Tests in typing, general knowledge, and shorthand are used for entry level clerical/secretarial positions. Other types of examinations are used for management and administrative positions.

Examinations were administered in 46 of the 210 competitions.

SELECTION

3,372 candidates were invited to participate in selection examinations and/or oral interview boards.

Of the candidates invited to participate in oral interviews, 65% passed, 27% failed, and 8% did not appear.

PLACEMENT

During 1987, the Staffing Branch made 367 probationary appointments, 8 provisional appointments, and 79 temporary appointments.

TRANSFERS

The branch endeavors, whenever possible, to find suitable positions for employees seeking a permanent change in job or work environment. 53 requests for transfer were received and 23 transfers were arranged; this is an increase of 64% over 1986.

TEMPORARY ASSIGNMENT PROGRAM

The Branch is responsible for the Temporary Assignment Program whereby employees are given the opportunity to develop new job skills through a temporary job change. Employees usually receive their regular salary while on assignment. 47 employees received assignments this year, an increase of 194% over 1986.

SECONDMENTS

27 secondments (an increase of 59% over 1986) were processed by the Branch during 1987. A secondment is a temporary transfer of an individual for a specific period of time (usually one year) into another job. Secondments may be between departments or with outside organizations. Similar to Temporary Assignments, a secondment is intended to provide a learning experience for the employee; however, if a seconded employee is immediately qualified to carry out the principal responsibilities of the position, the employee may receive a salary as if he/she had been promoted.

EMPLOYMENT EQUITY FOR THE DISABLED

The Branch continues to promote the Employment Equity Program for the Disabled. Because the unemployment rate for persons with a disability continues to be extremely high, this program is offered as a positive step toward increasing the number of employable disabled individuals in the civil service.

96 disabled individuals were interviewed/counseled this year regarding employment opportunities, and 5 appointments were made.

The Branch, in conjunction with the Department of Health and Social Services, has undertaken a major new initiative this year. A Coordinator has been engaged to select appropriate candidates, determine their training needs, provide classroom or other training, and arrange work experience in departments for 20 disabled individuals.

The Branch is optimistic that this initiative will result in permanent employment for some candidates and an increased awareness of the potential of persons with a disability to be productive employees.

GENERAL

With the growth of existing or creation of new programs in government, so grows the staffing requirements. Significant staffing efforts were required for the Home Care and Support Division of the Department of Health & Social Services, and the Young Offenders Program of the Department of Justice.

The Branch participated in a 3 day "Interviewing Workshop" which provided training to selected departmental staff to better enable them to participate in the selection process for their respective departments.

The Branch provides "off the street" counseling for the public who wish information on employment opportunities with the Provincial Government.

The personnel of the Staffing Branch would like to express their appreciation to all departmental staff who participated on selection boards and assisted in the competition process during 1987.

STAFFING BRANCH STATISTICS

Competitions:

Open	130
In-Service	80
TOTAL	210
Applications Received	6922
Applicants Interviewed	2041
Applicants Qualifying in Selection Interviews	65%
Probationary appointments	367
Provisional appointments	8
Temporary appointments	79
Relief appointments	18
Contracts	3
Temporary Assignments	47
Employee Secondments	27
Transfers	23
TOTAL PLACEMENTS	577
Refusals of Job Offers	53

STAFF RELATIONS BRANCH

CLASSIFICATION

It is a Commission responsibility to classify all positions in the Civil Service, and to maintain a classification plan. This ensures that positions having similar duties and levels of responsibility are assigned to the same classification, so that compensation can be based on the relative value of the work performed.

The rates of pay for each classification is determined through collective bargaining for unionized positions, and by Treasury Board for excluded positions.

The Commission issued decisions on the classification level of 276 existing positions in 1987. Of these, 28 were downgraded to a lower classification, 137 were confirmed at their present level and 111 were upgraded.

A study of 170 social service positions has been partially implemented, and all positions in the Department of Tourism and Parks are currently under review.

225 proposed new positions were classified prior to being submitted to Treasury Board for creation. These included positions for the new Young Offenders Program.

The Commission reviews the classification level of each vacant position before staffing takes place. The employer submits an up-dated job description, and the classification is verified prior to the position being filled. During the year, the classification of approximately 400 positions was verified.

CLASSIFICATION APPEALS

The Civil Service Act Regulations provide for a Classification Appeal Board to hear appeals against decisions of the Commission regarding the classification of positions. Either the Deputy Head or the employee may appeal. The Board procedure is to hear evidence from the employee, the Deputy Head's representative, and the Commission. It then issues a decision which is binding on all parties.

During the year the Board heard thirty six appeals. Eighteen of these were granted in favour of the appellant, and the Commission's decision was upheld in the other eighteen.

The Commission recognizes the valuable contribution which Board members make to the classification process and the civil service is indebted to all members of the Board who carry out this responsibility on a voluntary basis. The present Board membership is shown in Appendix "I".

COMPENSATION

Pay Research

The Commission maintains a comprehensive library of compensation information by participating in the exchange of information and data with other Provinces and the federal government. This information is used in preparation for negotiations on behalf of the Government.

Pay Equity

The Government introduced a bill in the 1987 sitting of the Legislative Assembly entitled the "Pay Equity Act". The proposed legislation will require public sector employers to establish a system of evaluating female and male-dominated classifications to determine their relative worth. Female-dominated classifications will have their pay adjusted to bring them to the same level as male-dominated classifications, in those cases where they are determined to be of equal value.

The bill was referred to a Legislative Committee for further study. A report of the Committee is expected for the next sitting of the Legislative Assembly.

STAFF DEVELOPMENT AND TRAINING BRANCH

The mandate of the Staff Development and Training Branch is to assist all departments and employees to improve the efficiency and effectiveness by which Government services are provided.

The major objectives of the Branch are to:

- provide appropriate staff development and training programs
- assist departments in planning and implementing organizational change.

To reach these objectives, the Branch provides:

- staff training programs (in-service courses)
- consulting services on organizational development
- career planning services
- tuition reimbursement program
- public administration program (at UPEI)

TRAINING NEEDS IDENTIFICATION

With the assistance of Departmental Training Co-ordinators, the Branch conducts a needs analysis to determine the training requirements of departments. Training needs are categorized as in-service courses, special courses , or organizational consulting services.

IN-SERVICES COURSES

Based on identified needs, a calendar of In-Service courses for the year is developed. Fifty-eight courses were offered in 1987, and over 700 employees attended one or more courses. (see Appendix "K" for a complete listing)

SPECIAL COURSES

The demand for specialized training to meet specific needs of departments increased by 45% this year. The Branch responded to more than 100 requests to offer/fund courses for over 2000 employees. (see Appendix "L" for details)

COURSE LEADERS

While Branch staff act as the resource person for the majority of training programs, employees of other departments continue to be an important source of course leaders.

In addition to the twenty-four regular course leaders, an additional eight employees volunteered to participate this year.

The Branch provides training in instructural techniques and course design, as well as assistance with program development to these course leaders.

The volunteer course leaders offer training in their area of expertise, thus meeting the specific needs of participants, as well as providing a positive learning experience for themselves. In recognition of their efforts, Certificates of Appreciation were presented to the new resource persons by the Commission.

CONSULTING SERVICES

The Branch continued to dedicate a substantial amount of its resources to handling requests for consulting services. These interventions dealt with organizational development issues including:

* goal setting
* role clarification
* performance appraisal
* conflict resolution
* time management
* planning and organizing
* team building
* leadership
* supervisor and management development.

SECRETARIAL/CLERICAL DEVELOPMENT

The Branch worked closely with the Secretarial/Clerical Advisory Committee in developing a Certificate Program of studies for the Administrative Support employee. The Program will include in-service and academic courses, as well as Temporary Job Assignments. The objective is to develop participants so that they can do a better job in their current position and also enable them to assume greater responsibilities.

Graduates will receive a Certificate recognizing their successful completion. It is anticipated that this program will be available early in 1988.

DEALING WITH THE PUBLIC

A major training effort of the Branch this year was 45 one-day workshops designed to assist over 750 front-line employees to more effectively serve the public.

A preliminary evaluation indicates that the training was well received and has resulted in an improved level of service to the public.

FRENCH LANGUAGE TRAINING

Training at the introductory level was provided for two groups of employees to provide them with an opportunity to acquire a functional knowledge of French. The program consisted of 180 hours of instruction; preliminary results indicate that course objectives were met, and graduates of this program are now enrolled in an advanced level course.

Financial assistance for this training was gratefully received from the Secretary of State Department.

PUBLIC ADMINISTRATION PROGRAM

This program of studies , offered through the Extension Department of the University of Prince Edward Island, had 13 provincial government employees enrol in 1987.

Two employees received Diplomas and six received Certificates in 1987; the total number of graduates since 1974 is 92.

TUITION REIMBURSEMENT

Over 200 employees were reimbursed 50% of the tuition fee upon successful completion of courses taken on their own time, primarily at Holland College and U.P.E.I. To be eligible for reimbursement, the course must be job-related or be part of the public Administration Program.

COURSE LOCATIONS

The Branch continued its policy of offering courses at various locations in the province, where numbers warrant. 48 were conducted outside the Charlottetown area, and the response was extremely positive from all centres involved.

PERSONNEL ADMINISTRATION BRANCH

The mandate of the Personnel Administration Branch is to ensure that employees are treated fairly and equitably by a centralized review of activities covered by the Civil Service Act, Regulations, and Collective Agreement.

FUNCTIONS

The major functions of the Branch are:

- to monitor personnel activities of Departments and Agencies to ensure compliance with policy;
- to develop personnel policies, and
- to provide assistance and advice on personnel matters.

These functions are carried out by:

- monitoring the personnel and payroll systems;
- operating the human resource information system;
- maintaining the personnel administration manual;
- providing advice to managers on personnel matters; and
- counseling employees on problems that affect work performance.

INJURY ON DUTY

The Branch is responsible for coordinating the Workers' Compensation Program for the Government as an employer. During 1987, 255 claims for injury on duty were approved under the Workers' Compensation Act (See Appendix "H" for details) with a loss of over 4800 days.

The Government reimburses the Workers' Compensation Board for payments made on behalf of its employees, as well as an administration fee. These costs amounted to $1,258,000 in 1987, an increase of 25% over 1986.

ALCOHOLISM REHABILITATION

The Commission is responsible for the administration of the Alcoholism Rehabilitation program which provides employees with an opportunity for treatment in relation to problem drinking, alcoholism, or drug addiction. 11 employees were involved in the Program in 1987.

While this program meets a need, it is not adequate for the many problems faced by employees at the workplace. There appears to be a need for an Employee Assistance Program, and the Commission will be investigating the possibility of establishing such a program.

DISCIPLINE

While discipline is the responsibility of the individual Deputy Head, the Commission monitors such action to ensure that it is administered consistently. Disciplinary action in the form of written reprimand occurred in 7 cases, 13 employees were suspended, and 1 employee was dismissed .

ESTABLISHMENT

The Branch maintains control over the established (created by Treasury Board) positions in the civil service. The Civil Service Establishment shown in Appendix "A" provides information on the number and types of employees in each department and agency.

PROFILES OF THE CLASSIFIED SERVICE

A series of Appendices (B-G) provide an analysis of the classified service by various categories such as age, length of service, salary, etc.

EMPLOYEE INFORMATION SYSTEM

The Branch has proceeded from the development to implementation stage of its expanded computerized Human Resource Information System. All employees in the classified division were provided with a preliminary copy of their profile which contained a resume of their record of service, education, training, work experience, etc. Updated profiles are being verified by Branch staff, and the final version will be maintained and distributed to the employee periodically.

The Branch plans to establish a system which will allow departments to have direct access to the personnel records of their staff.

These changes will result in an information system capable of providing personnel data in an efficient and accurate format for management purposes.

CIVIL SERVICE ESTABLISHMENT

APPENDIX "A"

DEPT./AGENCY	EXEC. DIVISION	CLASSIFIED DIVISION						CASUAL DIVISION EMPLOYEES							TOTAL
		EMPLOYEES			VACANT POSITIONS			TEMPORARY		RELIEF		CONTRACT	STUDENT	TOTAL	
	EMPLOYEES	F.T.	P.T.	TOTAL	F.T.	P.T.	TOTAL	F.T.	P.T.	F.T.	P.T.			CASUAL DIVISION	EMPLOYEES
Agriculture	2	134	21	155	5	0	5	25	1	10	0	4	1	41	198
Community & Cultural Affairs	1	71	5	76	1	2	3	18	0	1	0	5	0	24	105
Education	1	69	27	96	3	2	5	5	12	2	10	9	0	38	135
Energy & Forestry	1	48	2	50	4	0	4	34	0	0	0	1	0	35	86
Finance	2	138	1	139	3	0	3	10	0	3	0	0	1	14	155
Fisheries	2	15	0	15	1	0	1	10	0	1	0	1	1	13	30
Labour	2	24	0	24	1	0	1	0	0	1	0	1	0	2	28
Health & Social Services	2	1004	366	1370	74	41	115	32	18	159	44	9	4	266	1638
Industry	1	56	0	56	3	0	3	2	0	2	0	2	0	6	63
Justice & Attorney General	2	147	9	156	9	13	22	15	11	37	0	6	0	69	227
Tourism & Parks	1	49	1	50	0	0	0	14	0	1	0	3	0	18	69
Trans. & Public Works	2	453	35	488	28	27	55	328	0	23	0	3	0	354	844
Addiction Services (Central)	0	5	0	5	0	0	0	0	0	1	0	1	0	2	7
Auditor General's Office	1	15	2	17	1	0	1	2	0	0	0	0	0	2	20
Civil Service Comm.	1	16	4	20	2	0	2	1	0	1	0	0	0	2	23
Energy Corporation (Central)	1	1	0	1	0	0	0	2	0	0	0	3	0	5	7
Executive Council	13	7	0	7	3	1	4	0	0	0	0	2	0	2	22
Hospital & Health Services Comm.	1	46	1	47	3	0	3	3	0	0	0	0	0	3	51
Housing Corporation	1	40	0	40	2	0	2	1	0	3	0	0	0	4	45
Land Development Corp.	1	4	3	7	0	0	0	1	0	0	0	0	0	1	9
Land Use Commission	1	1	0	1	0	0	0	0	0	1	0	0	0	1	3
Legislative Assembly	6	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Lending Authority	1	16	0	16	1	0	1	0	0	0	0	0	0	0	17
Liquor Control Comm.	1	106	0	106	5	0	5	24	0	1	0	0	0	25	132
Museum & Heritage	0	11	4	15	1	1	2	1	1	0	0	0	0	2	18
Public Utilities Comm.	1	9	0	9	0	0	0	0	0	0	0	0	0	0	10
Treasury Board	1	9	2	11	0	0	0	0	0	0	0	0	0	0	12
Workers' Compensation Bd.	1	14	0	14	1	0	1	0	0	0	0	0	0	0	15
Trade Negotiations	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1
TOTAL	50	2509	483	2992	151	87	238	528	43	247	54	50	7	929	3976
TOTAL THIS DATE LAST YEAR	45	2481	467	2948	151	56	209	507	33	218	46	29	0	833	3826

APPENDIX "B"

AGE PROFILE OF CLASSIFIED CIVIL SERVICE

AGE	MALE	FEMALE	TOTAL	%
Under 25	14	53	67	2.2%
25 - 34	280	537	817	27.3%
35 - 44	451	621	1072	35.8%
45 - 54	319	328	647	21.6%
55 - 64	212	172	384	12.8%
Over 65	2	3	5	0.2%
TOTAL	1278	1714	2992	100.0%

MEDIAN AGE

Male Employees	Female Employees	All Employees
42	39	40

SALARY PROFILE OF CLASSIFIED CIVIL SERVICE

SALARY*	Male	Percentage	Female	Percentage	Total	%
Under $15,000	28	7%	372	93%	400	13%
$15,000 - 19,999	216	30%	514	70%	730	24%
$20,000 - 24,999	302	42%	421	58%	723	24%
$25,000 - 29,999	235	54%	197	46%	432	14%
$30,000 - 34,999	176	60%	116	40%	292	10%
$35,000 - 39,999	106	64%	60	36%	166	6%
$40,000 - 44,999	112	82%	25	18%	137	5%
$45,000 and over	103	92%	9	8%	112	4%
TOTAL	1278		1714		2992	100%

* The salary figure is the employee's regular salary for time worked in the year.

** The number of employees shown includes both full-time and part-time employees.

* All are part-time employees.

APPENDIX "D"

LENGTH OF SERVICE PROFILE

	Employees			
YEARS OF SERVICE	Male	Female	Total	% of Total
Up to 5	258	565	823	27.5%
5 - 10	320	470	790	26.4%
10 - 15	288	396	684	22.9%
15 - 20	239	189	428	14.3%
20 - 25	102	66	168	5.6%
25 - 30	48	17	65	2.2%
30 - 35	15	8	23	0.8%
35 plus	8	3	11	0.4%
TOTAL	1278	1714	2992	100.0%

MEDIAN LENGTH OF SERVICE

Male Employees	Female Employees	Overall
11 years	8 years	9 years

APPENDIX "E"

EMPLOYMENT BY JOB CATEGORY AND SEX
CLASSIFIED CIVIL SERVICE

CATEGORY	EMPLOYEES				VACANT POSITIONS	TOTAL POSITIONS
	Number		Percentage			
	MALE	FEMALE	MALE	FEMALE		
Administrative	369	206	64%	36%	70	645
Administrative Support	80	443	9%	91%	80	519
Operational	560	736	43%	57%	85	1381
Professional	139	290	32%	68%	27	456
Technical	161	99	81%	19%	26	229
TOTAL	1278	1714	43%	57%	238	3230

APPENDIX "F"

SEPARATIONS BY JOB CATEGORY AND SEX
CLASSIFIED CIVIL SERVICE

CATEGORY	Retirements		Resignations		Lay-Offs		Dismissals		Deaths	
	M	F	M	F	M	F	M	F	M	F
Administrative	6	3	2	6	3	0	0	0	0	0
Administrative Support	0	4	1	11	0	3	0	0	0	0
Operational	9	11	13	29	8	17	1	0	4	1
Professional	1	4	6	16	5	0	0	0	0	0
Technical	0	0	0	1	0	0	0	0	0	0
TOTAL	16	22	22	63	16	20	1	0	4	1

APPENDIX "G"

MALE/FEMALE PROFILE BY DEPARTMENT/AGENCY

CLASSIFIED CIVIL SERVICE

DEPARTMENT/AGENCY	MALE	%	FEMALE	%	TOTAL
Agriculture	96	62%	59	38%	155
Community & Cultural Affairs	67	74%	24	26%	91
Education	25	26%	71	74%	96
Energy & Forestry	36	72%	14	28%	50
Finance	80	58%	59	42%	139
Fisheries	9	60%	6	40%	15
Labour	15	63%	9	37%	24
Health & Social Services	226	17%	1,144	83%	1,370
Industry	28	50%	28	50%	56
Justice & Attorney General	89	57%	67	43%	156
Tourism & Parks	26	52%	24	48%	50
Transportation & Public Works	401	82%	87	18%	488
Addiction Services (Central)	3	60%	2	40%	5
Auditor General's Office	9	53%	8	47%	17
Civil Service Commission	6	30%	14	70%	20
Energy Corporation (Central)	0	0%	1	100%	1
Executive Council	2	29%	5	71%	7
Hospital & Health Services Commissions	12	26%	35	74%	47
Housing Corporation	28	70%	12	30%	40
Land Development Corporation	6	86%	1	14%	7
Land Use Commission	0	0%	1	100%	1
Lending Authority	10	63%	6	37%	16
Liquor Control Commission	84	79%	22	21%	106
Public Utilities Commission	4	44%	5	56%	9
Treasury Board	5	45%	6	55%	11
Workers' Compensation Board	10	71%	4	29%	14
TOTAL	1,278	43%	1,714	57%	2,992

WORKERS' COMPENSATION EXPERIENCE
January 1, 1986 to December 31, 1986

INJURY-ON-DUTY CLAIMS

DEPARTMENT	Claims	Days Claimed
Agriculture	1	194
Community & Cultural Affairs	4	72
Energy Corporation	5	34
Energy & Forestry	9	67.50
Health & Social Services	140	3,087.00
Justice	6	172.00
Liquor Control Commission	6	38.00
Tourism & Parks	4	18.00
Transportation & Public Works	80	1,140.00
TOTAL	255	4,822

COSTS

Administration	$ 127,266.69
Compensation	280,787.16
Injury on Duty	373,587.23
Lump Sum Payments	43,739.17
Medical Aid	238,897.18
Pension	193,816.60
TOTAL	$1,258,094.03

LENGTH OF CLAIMS

Number of Days Claimed	Number of Claims
1	22
2	24
3	22
4	32
5	21
6-9	52
10-19	34
20-49	21
50-99	14
100+	13
TOTAL	255

COST OF CLAIMS

Cost	Number of Claims
$ 0 - $ 99	22
$ 100 - $ 199	30
$ 200 - $ 299	29
$ 300 - $ 399	40
$ 400 - $ 499	28
$ 500 - $ 999	44
$1,000 - $1,999	23
$2,000 - $2,999	2
$3,000 - $3,999	13
$4,000+	24
TOTAL	255

APPENDIX "I"

CLASSIFICATION APPEAL BOARD

Chairman	Mr. Edward W. Lawlor
Alternate Chairman	Ms. Verna Bruce
Members	Mr. J.P. Arsenault Mr. W. Bruce White
Alternate Members	Ms. Wendy Hughes Ms. Patricia Philips

APPENDIX "J"

STAFF DEVELOPMENT & TRAINING

TRAINING SUMMARY 1987

PARTICIPATION BY DEPARTMENTS/AGENCIES

DEPARTMENT/AGENCY	NUMBER OF EMPLOYEES	
	In-Service Training	Tuition Reimbursement
Addiction Services	3	1
Agriculture	46	5
Civil Service Commission	7	7
Community Affairs & Housing Corporation	7	8
Education	10	5
Energy & Forestry	10	2
Executive Council Office	2	0
Finance	31	19
Health & Social Services	314	137
Hospital & Health Services Commissions	20	2
Industry	26	5
Justice	76	18
Labour	10	0
Lending Authority	2	1
Liquor Control Commission	10	3
Museum & Heritage Foundation	3	4
Tourism & Parks	28	3
Transportation & Public Works	76	11
Treasury Board	1	0
Other	73	0
TOTAL	755	213

APPENDIX "K"

STAFF DEVELOPMENT & TRAINING

IN-SERVICE TRAINING PROGRAMS - 1987

COURSE TITLE	No. of Courses	No. of Participants Male	No. of Participants Female	Training Days	Participant Training Days
Employees Helping the Public	1	3	11	1	14
Organizing Your Work	1	5	9	1	14
Preparing For Your Retirement	4	28	35	8	126
Career Management	1	0	11	1	11
Budget Process	1	9	24	1	33
Effective Meetings	1	4	4	1	8
First Aid/CPR	2	3	21	4	48
Operating Audio Visual Equipment	1	0	4	1	4
Discipline	1	5	5	2	20
Employment Interviews	1	2	16	1	18
Assertiveness Skills	1	2	12	1	14
Situational Leadership	1	3	15	2	36
Preparing for the Job Interview	3	6	18	3	72
Orientation to Government	6	22	49	6	426
Effective Meetings for Managers	1	4	4	1	8
Financial Information System	2	7	38	2	90
Effective Delegation	1	3	8	2	22
Employment Interview Workshop	2	7	17	6	72
Effective Writing	2	10	12	4	44
Report Writing	1	3	8	3	33
The New Supervisor	3	14	21	6	70
Computer Concepts	2	9	14	2	46
Writing Effective Letters & Memos	3	6	34	3	40
Developing/Presenting Workshops	1	2	5	1	7
Punctuation	2	0	21	4	84
Planning & Organizing	1	5	7	2	24
Counselling	1	8	6	2	28
Conflict Resolution	2	6	14	4	40
Quality Circles	1	12	5	2	34
Interpersonal Communication	1	4	8	2	24
Coping With Stress	3	7	30	3	57
Effective Communication	2	1	20	2	42
Performance Appraisal	1	8	8	3	48
Performance Appraisal: Interviews	1	6	7	3	39
TOTAL	58	214	541		1696

APPENDIX "L"

SPECIAL COURSES CONDUCTED OR FUNDED BY STAFF DEVELOPMENT & TRAINING BRANCH

	No. of Courses	No. of Participants	Training Days	Participant Training Days
Situational Leadership - Beach Grove	1	17	2	34
Interpersonal Communications - Young Offenders Staff - Georgetown	1	9	1	9
Situational Leadership - Hills/Found/Beach	1	18	2	36
Situational Leadership - PEHome/Riverview/Colville	1	18	2	36
Supervisory Training - T & P W	1	20	1	20
Dealing with the Public - T & P W	1	32	.5	16
Communication & Dealing With the Public - T & P W	1	48	.5	24
Resident Care Workshop - Holland College	5	50	2.5	125
Coping With Stress - Wedgewood Manor	1	20	1	20
Interpersonal Communication - Confederation Centre Library	1	9	1	9
Interviewing Skills - Sherwood Home	1	7	1	7
Environmental Workshop - H & S S	1	55	2	110
Performance Management Workshop	1	27	.5	13.5
Language & Learning Conference	1	10	1.5	15
Working with the Agressive Adolescent - H & S S	1	20	1	20
Quality Assurance Seminar - H & S S Aging & Extended Care	1	40	3	120
Ecological Agriculture	1	26	1.5	39
Risk Management SEminar	1	1	3	3
Stories for Children - Prov. Library	1	7	1	7
Wildlife Workshop - C & C A	1	12	3	36
12 Ways to Enhance Your Presentation	1	24	4	96
Mapper Training	3	6	1.5	9
Mapper Training	4	14	3	42
Computer Concepts - Comm. & Cult. Affairs	1	24	1	24
Dealing with the Public	45	1108	1	1108
French Language Training	1	10	24	240
Situational Leadership - Aging & Extended Care	1	19	2	38
Situational Leadership - Child & Family Services (Prince Co.)	1	10	1	10
Retirement - Briefing - H & HSC	1	14	.5	7
Time Management & Coping With Stress - Confederation Centre Library	1	8	1	8

Interpersonal Communication - Admin. Support (Summerside Area)	1	10	1	10
Performance Appraisal: Interviewing Skills Maplewood/Wedgewood	2	20	2	20
Preparing for Job Interview - Wedgewood	1	9	1	9
Training Workshop - T & P W	1	100	1	100
Part-Time Pension Plan	2	20	.5	10
Communication - Confidentiality (Wedgewood)	1	20	.5	10
Time Management - P.E.I. Youth Centre	1	10	1	10
Time Management - Heritage Foundation	1	15	1	15
Management in the Human Services	1	10	.5	5
Making Effective Presentations - Forestry	1	15	1	15
Performance Appraisal: Correctional Centre	3	36	.5	18
Team Building - Home Care & Support - Montague	1	10	1	10
Performance Appraisal - Community & C A	1	20	1	20
Team Building - Group Home Workers	1	10	1	10
Team Building - Youth Centre Summerside	1	12	1	12
Effective Meetings - Home Care and Support	1	10	.5	5
Team Building - Home Care and Support	1	10	.5	5
New Supervisor - Home Care and Support	1	8	1	8
Time Management - Youth Centre Summerside	1	10	1	10
Problem Solving - Dietary Staff	1	120	1	120
Performance Appraisal - Tourism Counsellors	1	15	1	15
Team Building - Cojfed. Centre Library	1	8	1	8
Interpersonal Communications - Youth Workers Georgetown	1	20	1	20
Performance Appraisal - Group Home Workers	1	10	1	10
Preparing for Job Interview - Summerside	1	9	1	9
Time Management - Georgetown	1	8	1	8
Dealing with the Public - Homemakers/Home Care & Support	1	45	1	45
TOTAL	114	2251		2818

CIVIL SERVICE RETIREES
The Following Employees Retired on Pension During 1987

EMPLOYEE	DEPARTMENT	YEARS
Arbing, Georgina	Health & Social Services	29
Boudreault, Edgar	Justice	13
Campbell, Alta	Health & Social Services	20
Campbell, Edna	Health & Social Services	24
Drake, Jean	Health & Social Services	20
Dunning, Joseph	Liquor Control Commission	34
Gallant, J. Ivan	Transportation & Public Works	24
Gauthier, John A.	Transportation & Public Works	12
Graham, Olga	Health & Social Services	20
Hardy, Jean	Health & Social Services	17
Hayden, Wilna	Health & Social Services	24
Hemphill, Kenneth	Transportation & Public Works	18
Irving, Basil	Finance	35
Jamieson, Mildred	Health & Social Services	20
Jay, Percy	Transportation & Public Works	29
Jelley, Ray	Health & Social Services	13
Johnston, Glen	Transportation & Public Works	20
Lannan, Albert	Workers' Compensation Board	38
Lannan, Helen	Health & Social Services	25
Lynch, Patricia	Transportation & Public Works	11
MacDonald, Frances	Justice	35
MacDonald, Patricia	Finance	17
MacKinnon, Finlay	Transportation & Public Works	14
MacKinnon, Lorne	Health & Social Services	18
MacKinnon, Raymond	Liquor Control Commission	19
MacLeod, Clayton	P.E.I. Housing Corporation	12
McWade, Claire	Finance	14
Moore, Islay	Community & Cultural Affaris	16
Norton, Eileen	P.E.I. Lending Authority	20
Palmer, Vance	Transportation & Public Works	23
Ranahan, Ella	Health & Social Services	22
Rogers, Dorothy	Health & Social Services	14
Toole, Marie	Finance	40
Wood, Blake	Liquor Control Commission	23
Woodman, Stanley	Tourism & Parks	13

DECEASED

The Commission recognizes the service and contribution of the following employees who died in 1987. We join their fellow employees in extending our sympathy to their families:

Raymond L. Bernard - Transportation & Public Works
Robert Edwards - Liquor Control Commission
Earl W. Cobb - Transportation & Public Works
John Frederick MacLeod - Energy & Forestry
Shirley Roberts - Hillsborough Hospital